

Message Text

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ORIGIN NEA-10

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R 260050Z AUG 77
FM SECSTATE WASHDC
TO AMEMBASSY RABAT

C O N F I D E N T I A L STATE 205077

STADIS //////////////////////////////////////
FOR AMBASSADOR FROM VELIOTES

E.O. 11652: GDS

TAGS: EAID US MO

SUBJECT: ASSISTANT DIRECTOR POSITION

1. FOLLOWING OUR TELCON, I DISCUSSED SITUATION WITH JOE WHEELER. JOE RAISED SOME CONSIDERATIONS I THOUGHT WOULD BE OF INTEREST TO YOU. AT MY REQUEST HE SENT ME A MEMO, WITH THE UNDERSTANDING IT WOULD BE SENT TO YOU INFORMALLY IN THE "STADIS NEA ONLY" CHANNEL.

2. BEGIN TEXT: I AGREE WITH THE AMBASSADOR'S DESIRE TO HAVE A LEAN AID STAFF IN RABAT, AND I WOULD DEFINITELY ACCEPT HIS RECOMMENDATION IF WE WERE PHASING OUT THE AID PROGRAM. HOWEVER, THIS IS NOT THE CASE: IN FACT, WE PROPOSE TO REMAIN IN MOROCCO AT LEAST THROUGH THE NEXT PLAN PERIOD AND IN THE FY 1979 PROGRAMMING PROCESS WHICH IS STILL GOING ON WE HAVE TENTATIVELY DECIDED TO INCREASE
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SIGNIFICANTLY OUR ASSISTANCE PROGRAM THERE. TO CARRY OUT SUCH A STRATEGY (FOR WHICH WE HAVE ASSUMED NEA SUPPORT), IT IS IMPORTANT THAT AID HAVE A STRONG FIRST TEAM FOR PLANNING, ANALYSIS, PROJECT DESIGN, IMPLEMENTATION AND EVALUATION. VERY FRANKLY, WE ARE NOT SATISFIED THAT THE PRESENT TEAM IS SUFFICIENT IN DEPTH AND SCOPE OF EXPERTISE TO COPE WITH THE LARGER PROGRAM WE CONTEMPLATE AND PLACEMENT OF A STRONG

SECOND MAN THERE IS PART OF OUR STRATEGY TO DO SOMETHING

ABOUT THIS. WE ARE PROJECTING FOR MOROCCO AN INCREASE IN TECHNICAL AND CAPITAL ASSISTANCE OVER THE NEXT FIVE YEARS TO 18-25 MILLION DOLLARS PER YEAR, WITH AN EMPHASIS ON AGRICULTURE, POPULATION/HEALTH, HUMAN RESOURCES DEVELOPMENT PROJECTS THAT BENEFIT POOR PEOPLE. WORKING WITH THE MOROCCANS TO DEVELOP A NEW DIRECTIONS PROGRAM OF THIS MAGNITUDE WILL REQUIRE A MAJOR STAFF INPUT BY THE USAID AND THE FULL SUPPORT OF THE EMBASSY. END TEXT.

3. I GATHER THAT THERE IS SOME RESISTANCE IN AID WASHINGTON TO THE IDEA OF AN EXPANDED PROGRAM WITH MOROCCO ON THE BASIS THAT, BASED ON PAST EXPERIENCE, MOROCCANS ARE TOO DIFFICULT TO WORK WITH TO BE ABLE FOR US TO REALLY OPERATE SUCCESSFULLY AN EXPANDED PROGRAM. TO SOME EXTENT, THEREFORE, WHEELER IS SWIMMING AGAINST A CERTAIN BUREAUCRATIC TIDE IN HIS OWN AGENCY IN PROJECTING A LARGER PROGRAM. I ALSO UNDERSTAND THAT IT WILL BE EXTREMELY DIFFICULT TO JUSTIFY INTERNALLY AN INCREASED PROGRAM TO THE NEW AID MANAGEMENT UNLESS SUCH A PROGRAM IS ACCOMPANIED BY STRONG SUPPORTING RATIONALE RE SUCCESSFUL MANAGEMENT AND IMPLEMENTATION AT THE POST. CONCOMITANTLY THERE IS A STRONG FEELING IN AID THAT IF THE NUMBER TWO POSITION GOES IT IS UNLIKELY THAT AN EXPANDED PROGRAM WOULD BE IN THE CARDS. AS YOU KNOW, WE ARE ALL SUFFERING THE

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AGONIES OF COMPLYING WITH THE NEW ZERO-BASED BUDGETING REQUIREMENTS; TO SOME EXTENT, THIS MANAGEMENT-PROGRAM LINK CONCERNING THE NUMBER TWO AID POSITION DERIVES FROM THE INTERNAL AID ZBB MYSTERIES. WHILE ZBB MAY BE MYSTERIOUS, IT IS NONETHELESS REAL'

4. I OBVIOUSLY HAVE NO INDEPENDENT JUDGMENT IN THIS MATTER. AS A MIDDLEMAN I CAN SAY THAT YOUR INCOMING CABLES ARE VERY PERSUASIVE. ON THE OTHER HAND, JOE WHEELER'S SUBSEQUENT INFORMATION OBVIOUSLY INTRODUCES NEW SIGNIFICANT CONSIDERATIONS FOR YOUR REVIEW. PLEASE LET ME HAVE YOUR VIEWS.

CHRISTOPHER

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